DD/M&S 73-1234

MEMORANDUM FOR: Chairman, Training Board of Visitors

SUBJECT   : Training and Supervisors

1. This is an interim report of our monitoring of the development of a training course for middle managers.

2. Attached are three documents which reflect the progress so far in the development of a course or courses. They are an outline by the Task Force of their work to date, a copy of the questionnaire by which the Task Force undertook its survey, and a first draft from the Support School of a course outline. We have met with the Task Force one time and again with the Chairman one time. The Task Force expects to complete its report in satisfaction of its mission as stated in the first paper on or before the 15th of April. As will be evident from a review of the attached documents, the Task Force did not assume nor was it given the responsibility for course development. This perhaps is as it should be, but, regardless, we did not discover this until we felt too late to redirect its efforts. Upon review it appears that this is the wiser procedure, leaving the actual development of a course to the professional educators.

3. The preliminary findings suggest, and we concur, that a single formal course is not the solution to better management in the Agency nor perhaps even to better managers in the "middle". It is to be hoped that the Task Force study will respond in some degree to the question of whether a single managerial style is appropriate or desirable. If not, it will be necessary for the Board or your subcommittee to attempt to resolve that very fundamental question. Closely related to that issue are the system and the criteria for the selection of managers which is a command function and not a training function.

4. We commend to the particular attention of the members of the Board the tentative conclusions expressed in II.B.2. of the attached "The Management Task Force", dated 26 March 1973.

/s/Harry B. Fisher

Harry B. Fisher

Robert S. Wattles

3 Atts

cc: Each Member, Training Board of Visitors, w/Atts
    Chairman, Management Task Force, w/Atts

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ADMINISTRATIVE — INTERNAL USE ONLY

26 March 1973

Att
#1

THE MANAGEMENT TASK FORCE

I. Background

A. Authority: Director of Training with cooperation of Deputy Directors
B. Mission: Identify the training needs of middle managers and make recommendations to the Director of Training
C. Method: Opinion survey by questionnaire and by interview
D. Membership of Task Force:

DDS
DDS&T
DDO
DDI
Chairman (OTR)
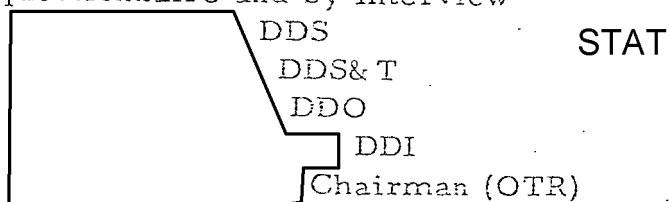
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II. Status of Work

A. Survey
   1. 230 questionnaires sent out. Some 78% returned
   2. Some 50-60 interviews conducted and recorded
   3. Questionnaires and interviews under study

B. Tentative Conclusions
   1. Agency managers have a positive view of the value of training and feel the need for training.
      a. An across-the-board management course appears to be indicated. The subject matter of the course would at least include planning, organizing, staffing, directing, controlling, and analysis. (Note: The Office of Training has courses in these fields of management training, but none would necessarily meet the proposed objectives of a middle manager's course. One course is in the planning for late FY 1974 that would meet such objectives: Managerial Budgetting).
      b. Middle managers tend to want more training for themselves if they see added responsibility in their future; they want more training for their successors than they received themselves.
      c. Middle managers are aware of existing OTR management courses and have a favorable opinion of these courses. Most have taken at least one of these courses.

    d.   Middle managers have a favorable opinion of external courses, some have attended such courses; others look forward to attending them.

2. The favorable opinion managers have of training is heavily conditioned by these considerations:

    a.   Many believe that the learnable elements of management are not necessarily directly teachable.

    b.   Formal training is not considered to be the only form of effective training and may not be the major form desired.

    c.   Attitudes toward training appear to be conditioned by the realitites of career development within the various organizations of the Agency.

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QUESTIONNAIRE FOR MIDDLE MANAGERS

The Executive Director-Comptroller has asked the Office of Training to conduct a management training program for middle managers of the Agency. As a first step in developing such a program the Office of Training with the cooperation of the Deputy Directors has formed a Task Force composed of one representative from each of the four Directorates and under the chairmanship of an OTR officer. The mission of the Task Force is to identify the training needs of middle managers and to make recommendations to the Director of Training.

The Task Force is now soliciting your opinion on the subject of management training for you and your successors.

Return questionnaire by 26 February 1973:   Management Task Force
202 Chamber of Commerce Bldg.

Att
#2

Management Task Force representatives

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OTR (Chairman)
DDP
DDI
DDS&T
DDS

202 Chamber of Commerce Bldg.

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Age	EOD	How many employees in your unit?	How many supervisors report to you?

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I. From the following list check those areas in which you need training and those in which your successor will need training. Indicate the extent of the training required by checks in the two columns on the right. If the list is not complete as far as your job is concerned, please add as required.

RESPONSIBILITIES	YOUR TRAINING NEEDS			SUCCESSOR'S TRAINING NEEDS		
	Much	Some	Little	Much	Some	Little
Planning						
Setting objectives						
Programming						
Budgeting						
Records management						
Other						
Organizing						
Encouraging innovation						
Coordinating						
Allocating resources						
Other						
Staffing						
Selecting personnel						
Career management						
Evaluating performance						
Other						
Directing						
Delegating of authority						
Motivating						
Communicating						
Leadership						
Conference management						
Scheduling of work						
Other						
Controlling						
Developing performance standards						
Measuring results (productivity)						
Counseling						
Disciplining						
Contract management						
Other						
Analysis						
Computer application						
Operations research						
Forecasting techniques						
Other						

II. To the extent that "experience is the best teacher," how can the Agency
insure that potential middle managers get the right experience?

III. What specific training would you like to have as you look ahead to
increased managerial responsibilities?

Additional comments regarding training may be placed on reverse side.

IV. What is your opinion of existing internal and external training programs and how they relate to your current managerial responsibilities? From among the following courses, rate those which you have attended or with which you are familiar. To what extent are they (1) of Direct Managerial Benefit, or (2) of Indirect Managerial Benefit only, e.g., general orientation, familiarization, personal development?

Check (X) courses attended	(1) DIRECT MANAGERIAL BENEFIT			(2) INDIRECT MANAGERIAL BENEFIT		
	Much	Some	Little	Much	Some	Little
Internal Courses						
Managerial Grid (SMS (Grid)	M	S	L	M	S	L
Fundamentals of Supervision/Management (Management course)	M	S	L	M	S	L
Advanced Management Planning (AMP) (SMS(P))	M	S	L	M	S	L
Midcareer Course	M	S	L	M	S	L
Management Science for Intelligence	M	S	L	M	S	L
Other _____	M	S	L	M	S	L
External Programs						
Senior Service Schools (Indicate which school) _____	M	S	L	M	S	L
Program for Management Development (Harvard)	M	S	L	M	S	L
Career Education Awards Program (Formerly NIPA)	M	S	L	M	S	L
Executive Seminar Center Programs (CSC)	M	S	L	M	S	L
Foreign Affairs Executive Seminar	M	S	L	M	S	L
Other _____	M	S	L	M	S	L

Additional comments regarding existing courses may be placed on reverse side.

23 March 1973

MEMORANDUM FOR: Chief, Support School

SUBJECT   : Advanced Management Course

1. In order to proceed with the planning, initial draft of the training design, for the Agency middle-manager course -- tentatively entitled Advanced Management -- a draft proposal consisting of Unit descriptions is attached. Further, as part of the Support School's Action Plans in response to OTR's FY'75 Program Call objectives, the Advanced Management course has been scheduled for three runnings in FY'74: September, February and June.

2. Significant findings of the Management Training Task Force, whose work is completed with the submission of a summary report on 15 April 1973, will be reflected in the final course design.

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Deputy Chief, Support School
Management Training

Attachments:
A. Course Objectives
B. Course Unit Descriptions

ADVANCED MANAGEMENT COURSE

OBJECTIVE: To improve the managerial competence of Agency middle

managers.

SUB-OBJECTIVES: As a result of active participation in exercises

involving case studies, films, team activities,

role-playing and discussion with guest speakers,

the participant will be able to:

 a. Function more effectively as a team leader

 and team member.

 b. Plan more effectively through understanding

 Management by Objectives as a system and

 its application to the organization hierarchy.

 c. Communicate more effectively and guide

 his subordinates in effective communication.

 d. Better utilize problem-solving/decision-

 making methods in his work.

 e. Understand the theory and application of

 Organization Development as it relates to

 the Agency's managerial philosophy.

 f. Indoctrinate subordinates in the techniques

 of goal setting.

g. Improve his performance and the performance

of his subordinates through application of

motivation theory.

UNIT I Approved For Release 2003/04/29 : CIA-RDP84-00780R005600020010-0   5 Days

A. MOTIVATION

Substance: Provide a practical understanding of human motivation:
(1) to understand the broad outlines of the major
motivational theories; (2) to help managers to acquire
insight into their own behavior; and (3) to portray the
significance of motivation in day-to-day management.

Instructional Format: Staff lecture and staff/student discussion;
films and discussion; and guest speaker/student
discussion.

Guest Speaker: Representative from Psychological Services Staff,
Office of Medical Services.

B. PROBLEM-SOLVING/DECISION-MAKING

Substance: Review of the five steps in problem-solving; the
Kepner-Tregoe approach to problem-solving/
decision-making; and how to evaluate one's self as
a decision maker.

Instructional Format: Staff lecture and staff/student discussion;
case studies; and guest speaker/student
discussion.

Guest Speaker: Deputy Director for Support or Assistant Deputy

executive's expectations of his subordinates as problem solvers and decision makers.

C. GROUP DYNAMICS

Substance: Understanding individual and group dynamics; groups in the formal and informal organization; team approach to work; and the sociogram display.

Instructional Format: Staff lecture and staff/student discussion; team exercise; and individual work.

D. PERCEPTION

Substance: How People Perceive and the Role of Perception in Human Relations (a program-assisted-instruction); manager-subordinate relations and perception; and perception and problem people.

Instructional Format: Program-assisted-instruction; staff/student discussion; and a film.

E. LEADERSHIP STYLE

Substance: Three basic styles of leadership; review of Managerial Grid styles; "permissive" to "authoritarian" - is there a "best" style?; and leadership in the Agency today.

Instructional Format: Team activity; staff/student discussion; guest speaker.

Guest Speaker: A Deputy Director or Office Division chief

Leadership in the Agency today.

F. RESPONSIBILITY FOR SUBORDINATES

Substance: Punishment and reward; personnel development

(training and rotational assignment); delegation; and

the manager and his next-in-line.

Instructional Format: Films; team activity; role-playing; and

staff/student discussion.

G. UNIT I SUMMARY

Substance: The Meredith Story: a variety of interpersonal problems

and activity in an Agency-like setting.

Instructional Format: A simulation: (1) in-box material; (2) Video

Tape vignettes; (3) role-playing; (4) case

study; and (5) team activity.

UNIT II: COMMUNICATION   2 Days

A. THE INDIVIDUAL AND COMMUNICATION

Substance: Problems in speaking and writing; pleasant and

unpleasant exchange (confronting conflict); peer,

subordinate, and superior relations through

communication.

Instructional Format: Films; team activity; staff/student

discussion; and use of video tape.

B. ORGANIZATION COMMUNICATION

Substance: Upward/Downward communication; formal and

informal (grapevine) communication; and "wiring

diagrams", and communication.

Instructional Format: Team activity; film; individual work;

Staff/student discussion based on readings.

C. LISTENING

Substance: One-to-one listening; listening in a group; selective

listening; and listening as a technique of good

management.

Instructional Format: Audio cassette; individual work; team

activity; film; and staff/student discussion.

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D. NONVERBAL COMMUNICATION

Substance: The book: Body Language; actions speak louder than

words; and what one doesn't say, as communication.

Instructional Format: Staff/student discussion of the book:

Body Language; team activity; and film.

UNIT III: GOAL SETTING   2 Days

A. GOAL SETTING

Substance: Organizational goals; unit goals; individual goals;

and the manager and goal setting.

Instructional Format: Staff/student discussion of selected readings;

team activity; and individual work.

B. PERFORMANCE APPRAISAL

Substance: Performance appraisal and goal setting; the Fitness

Report as a vehicle for goal setting; and improving

the practice of goal setting.

Instructional Format: Reading materials; team activity; case

study and staff/student discussion.

UNIT IV: MANAGEMENT BY OBJECTIVES (MBO)   1/2 Day

MBO

    Substance: Theories of MBO as expressed by Drucker and Odiorne;

               Agency Program Call and MBO; and MBO in the

               Federal Government.

    Instructional Format: Selected readings; staff/student discussion;

               and guest speaker.

    Guest Speaker: From the staff of the Federal Executive Institute

               or the Civil Service Commission's General

               Management Training Center.

UNIT V: ORGANIZATION DEVELOPMENT (OD)   1/2 Day

OD

Substance: Review of Robert Blake's six steps for OD (of which

the Managerial Grid is #1); team building and team

critique; and OD, and the Agency.

Instructional Format: Staff/student discussion; team activity and

film.

UNIT VI: AGENCY REQUIREMENTS   1 Day

ACENCY REQUIREMENTS

Substance: IG services to the Agency manager; problem people

and the manager; EEO and the manager; Headquarters

25X1   ☐   and Agency Personnel Development

Program.

Instructional Format: Guest speakers; team activity; and individual

activity.

Guest Speakers: Representative of IG Staff; Agency EEO coordinator;

and Director or Deputy Director, Office of

Personnel.

MANAGEMENT SCIENCE

Substance: Theory of systems and systems analysis; operations

research; computer applications; forecasting; and

modeling.

Instructional Format: Films; guest speakers; individual work;

and team activity.

Guest Speakers (alternatives): Staff member from the Information

Science Center.

Consultant: [   ]   25X1

Member of the Office of Computer

Services Training Staff.

UNIT VIII: REVIEW OF GENERAL MANAGEMENT FUNCTIONS   2 Days

A. PLANNING & CONTROL

Substance: Theory of planning and control of work; the planning

cycle; and implementation of plans.

Instructional Format: Team activity; staff lecture; and staff/student

discussion.

B. PRODUCTIVITY

Substance: Identifying production; monitoring production; and

measuring and evaluating production against predetermined

goals.

Instructional Format: Staff/student discussion of selected readings;

team exercise; guest speaker.

Guest Speaker: Representative from the Office of Planning,

Programming and Budgeting.

C. MANAGEMENT OF TIME

Substance: Time as a resource; waste of time; analyzing one's

use of time; and finding time to think.

Instructional Format: Film; individual work; team work; and

discussion of selected readings.

D. CREATIVITY AND INNOVATION

Substance: One's own applications of creative and innovative

thinking at work: encouraging creativity and innovation

in subordinates; and lateral thinking.

Instructional Format: Individual work; team work; and staff/

student discussion of selected readings.

UNIT IX: SPECIAL MANAGEMENT FUNCTIONS   2 Days

A. RECORDS MANAGEMENT - RECORDS DISPOSAL SEMINAR

> Substance: Reduction of the volume of office records: (1) a
>
> records inventory; (2) preparation of a records
>
> disposition schedule; (3) retirement of inactive records;
>
> (4) transfer of permanent records to Agency archives;
>
> and (5) destruction of obsolete files and non-record
>
> materials.

> Instructional Format: Guest speaker; individual work; and team
>
> work.

> Guest Speaker: Agency records specialist (in person or on video
>
> tape).

B. BUDGETING FOR MANAGERS

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> Note: Mr. [ ] is designing a budgeting course for
>
> managers -- the title above is not certain -- which we hope will
>
> be appropriate to the needs of participants in the Advanced
>
> Management course.

> An alternative to Mr. [ ] course would be a guest   **25X1**
>
> speaker from the Office of Finance, appropriate reading, and
>
> individual or team activity.

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